

Information Technology Capital Investment Program

Project Status Report

To: Information Technology Strategy and Investment Committee
John Vittner, Office of Policy and Management

From: Gene Catania

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Agency: Department of Motor Vehicle

Project: Unified Communications - TI

Project Manager: Gary Catania

Reporting Period: Project Inception through 12/

Total Funds Requested: \$1,810,696

Total Funds Allotted to Agency: \$1,810,696

Accumulative Total Capital Fund Expenditures to Date: \$1,285,372

Brief Project Description/Summary:

This project converts the existing Aspect Call Center technology (implemented in 1993) to the State's Enterprise Avaya Call Center Elite. This technology provides additional options for customers to contact DMV – through phone, fax, IVR, e-mail, web, SMS/text, chat and virtual hold. Through its business improved technology, the system will provide to customers increased functions to conduct at home self-service DMV transactions. System enhancements will increase customer service while providing shorter customer wait times.

Since the current phone system is at '*End of Life*' and has experienced several system failures – the new system will bring stability and expanded services and ultimately a higher level of customer service and satisfaction. In addition, DMV will now have a quality disaster recovery plan while co-opting with BEST on an off-site system back up. This project goes beyond technology solutions and encompasses organization structure, business processes and related

HR components. DMV will be implementing a centralized "Contact Center" which will consolidate four independent call centers into one-step level center with state-of-the-art technology.

Phase 2 will provide for the implementation and integration of a Customer Relationship Management (CRM) component which is designed to manage and maintain customer relationships. DMV management is currently reviewing an enterprise CRM solution which, if sought, will impact the Unified Communications - Transforming the Customer Experience project's CRM analysis and deployment.

In addition, **Phase 2** includes analyzing options to implement kiosks across the state, as well as evaluate the top usability issues with the DMV website. These analyses will position us to pursue, in a timelier manner, solutions that will strengthen DMV's self-service options.

Summary of Progress Achieved to Date:

The build and implementation phase of the project was broken out into multiple rollouts. Rollout 1 was successfully completed on May 24, 2018. This rollout included the move to the enterprise telephone system, a new contact center application, call recording, and Virtual Hold (also known as customer callback). Command Center for rollout 1 closed on June 8. Callback function is being widely used and reducing our customer wait times. We have transitioned 5 agents from a separate work unit (VBR) to the Contact Center. **Rollout 1B** was implemented on October 31st. This rollout allows the customer to schedule a callback at a timeslot convenient to them either current day or next day.

Rollout 2 went live on December 5, 2018. Rollout 2 consists of the IVR self-service transactions and agent screen pops. This rollout allows customers to complete transactions such as registration renewals, check Registration Status, pay an Insurance Lapse fee, check license status, check license delivery and suspension fee payments, without speaking to an agent. This rollout also included an IVR that allows a customer to enter their information that produces a screen pop, this would reduce the average call time by providing agents access to customer data as soon as the call is answered.

Rollout 3 - Multi Channel- Broken into 2 rollouts: Core and Email integration is underway. Decision was made to use Avaya Elite Multi Channel product for email, text and chat functionality. SOW complete, requirements and functional specification approved. Servers were received and vendor (Waterfield) installation and configuration was started.

The completion of the server configuration was delayed approximately 1 year seeking a solution from DAS BEST to allow integration of both email and voice in the Enterprise VoIP Environment. Due to a myriad of unforeseen issues the completion of testing of EMC servers has been further delayed:

Introduction of 0365 to the DMV Agency delay to determine what would be needed for the EMC server to emails to work, 12 weeks delayed.

Enterprise Environment Upgrade to Level 8.1, 2 weeks delayed.

Enterprise and EMC issues with Screen Pops, 10 weeks delayed.

Project Results to Date:

>Callback feature freed up line capacity; >18M minutes on hold saved

>Average wait time reduced from 26 minutes to 6 minutes

>Delivered 6 self-service options to customers available 24 X 7 with average weekly >1000 transactions

>All 4 groups centralized, and cross training completed.

Issues and Risks:

Issues:

Delayed hiring of staff to effectively use Virtual Hold (caused an issue with the Estimated Wait Time punctuality) and had been put on Standby until more staff can be hired.

With the continued delays the completion of Roll Out 3 and Phase 2 is getting pushed out further into 2021.

Risks:

With the Callback feature not in use along with the delayed in hiring of staff, the average wait time has increased.

More customers holding will activate the MAX DID policy that produces a busy signal until line capacity is freed up.

Next Steps & Project Milestones:

Rollout 3

Multichannel (email) Q1 2021

Multichannel (text and chat) Q3 2021

Phase 2

Kiosks/Web services analysis. Q4-2021

CRM tentative Q4-2021

Project Close out estimated at the end of Q4 2021